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**FACTORS THAT INFLUENCE COMMITMENT TO EMPLOYEE DUTIES AT  
RESEARCH CENTER FOR MARINE AND FISHERIES PRODUCT  
PROCESSING AND BIOTECHNOLOGY****Syahrian**

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**Abstract:** The background of this research was to look up how far the problem of the educational background of employees, level of income in the form of salaries and benefits, career paths for employee in the organization / institution can affect employee commitment to the task. The objectives of this research was to determine the effect of commitment to the task with the problem of the educational background of employees, to determine the effect of commitment to the task with the problem of the level income in the form of salaries and allowances of the employees, to determine the effect of commitment to the task with the problem of career employees at the research center for marine and fisheries product processing and biotechnology. The design of this research applies using data collected from the calculation and collection of questionnaires. Data analysis used in this research was the collected data conducted a preliminary analysis using statistics is to describe the data for each variable. The result of this research conclude that have the positive effect of the educational background of employees, level of income in the form of salaries and allowances of officers and career employees at the organization / institution with a commitment to the task at the research center for marine and fisheries product processing and biotechnology.

**Keywords:** *Factors that influence, commitment, employee duties.*

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**1. Introduction**

In the development of an agency, a strong commitment is needed to carry out the duties of employees. To identify the behavior of employees who have a strong commitment to building their institutions tend to display Organizational Citizenship Behavior (OCB) well. For example, helping or helping colleagues with difficulties in their work, volunteering for extra tasks, adhering to the rules and procedures at work.

These behaviors describe "employee added value" that requires a strong commitment from an employee that at the same time exceeds the demands of the role at work so as to increase Organizational Citizenship Behavior and organizational performance (organizational performance). Because this behavior is a "lubricant" from social machines in an agency. In other words, with the existence of these behaviors, social interaction among members of the organization becomes smooth in improving the efficiency and effectiveness of a task at an agency. To be able to carry out tasks efficiently and effectively, an employee is not always driven by things that only benefit him. With the ability to empathize, an employee can understand other people and their environment and can align the core values of the individual they hold with the values embraced by their environment, then good behavior appears, namely as

a good citizen. So that it can arise the commitment of both parties, namely employees and agencies to be able to behave and behave into a system of values of an agency that can benefit the development and welfare of both parties in order to realize the agency's goals.

In other words, on the one hand there is a commitment of the willingness of members to accept an agency's value management system, so that it becomes effective and integrated core values into all levels and functions of the agency. The values that develop within the agency can make each member remain bound to carry out their duties to achieve the agency's goals and direct the behavior of the members of the organization so as to form a Corporate Culture in an agency.

In an activity to achieve agency goals, the main thing is to improve the quality and quantity of human resources owned by an agency. Improving the quality and quantity of human resources is very important in running the wheels of the agency. Without good human resources, organizational goals will be difficult to achieve. For this reason, within the scope of agencies, employees must be able to increase commitment in carrying out tasks.

There are several factors that affect commitment to employee duties, namely, problems of educational background, income levels in the form of salaries and benefits, and career paths of employees at the agency. Some of these factors are very important to increase commitment good for employees in the agency environment the need for good communication between leaders and employees given the very large role of communication for the success of an agency in achieving the goals outlined. As humans, employees also have goals so that an integration between agency goals and employee goals is needed.

To break the integration between agency goals and employee goals into a system of core values (Core Values) that are embraced and it is necessary to know what the needs of each party. The needs of the employee are endeavored to be fulfilled through their work. If an employee has met all his needs, he will achieve job satisfaction (Job satisfaction) and have a commitment to the agency. So that employee commitment can shape institutional culture (Corporate Culture) which is formed by the shared values of individuals in organizations that have the potential to make the organization better and positive. With the existence of an agency that can help align with broad objectives is needed. This is reflected by the existence of the scope of the organization that exists in a government activity.

Government's efforts in advancing the marine and fisheries sector by forming a Research Center for Marine Biotechnology and Fisheries Product Processing and Biotechnology as an institution in the field of research and development that can implement Good Corporate Governance (GCG) to improve the governance system of the Center's activities both in the smooth operation of the Great Center at in general and specifically in sharpening the research programs that have been developed previously.

In sharpening the research programs to be developed, the Indonesian Center for Marine and Fisheries Product Processing and Biotechnology Research provides opportunities for collaboration with the private sector and SOEs to utilize research results, laboratory services in the field of science and professional services for commercial purposes.

In addition, the Center is also willing to collaborate on research and product development for the benefit of users, especially for companies that do not have Research and Development (R&D) and open to opportunities for international cooperation with both the private sector and the government.

Of course, to meet this need, all the required quality of human resources at the Center for Research on Product Processing and Marine Biotechnology and Fisheries including sending employees to continue their studies abroad, holding education and training for employees,

seminars, open discussions to add insight into the field scientific research and so on as a form of appreciation of good governance of employees who excel and have a strong commitment to employee duties.

Based on the developing opinion, commitment to the work of employees at the Center for Research on Product Processing and Marine Biotechnology and Fisheries is felt by academics, researchers from other universities / research institutions and the public has not fully demonstrated a good commitment to their duties in providing excellent, accurate and satisfying also the facilities provided have not met many people's needs and interests. As well as the identification of research problems caused by factors related to educational background problems, the level of income in the form of salary and career support and career levels of employees at the agency.

## **2. Literature Review**

According to Mowday, et al (2005) what is meant by commitment is the relative strength of individual identification and involvement with certain agencies. Commitment to the task can be interpreted as an attachment to do something. Commitment to the task is closely related to involvement in work, compliance within the agency, prioritizing the interests of the agency as well as support and loyalty from both parties, namely the organization and employees. According to Werkmeister and Kidron (2005) provides a definition of commitment as a manifestation of the individual himself, and reflects the basic core values (Core Values) that are fundamental to the existence of individuals as individuals.

According to Brewer (2006) provides a definition of commitment as the desire of people to contribute to the efforts of a cooperative system First, by one's involvement in pursuing managerial interests in work, the important thing is commitment to the task that refers to the loyalty and compliance of the person and intends to stay with the employer based on a sense of duty and responsibility for the work performed. Second, commitment is distinguished by people involved mainly in carrying out certain tasks and assessing their performance in preference to organizational loyalty, this is also referred to as commitment to the task. According to Porter et al. (2005) "Commitment" must be defined by developing a definition of Organizational Commitment that is, strengthening or affirming promises of trust and acceptance of organizational goals and values, engagement and willingness to insist on considerable efforts on behalf of organizations and a strong desire to remain in the organization .

According to Tyler (2006) trust is the key to organizational performance because it allows collaboration to be voluntary. In a sense, at least commitment includes the desire and willingness of support and loyalty from the cooperation of both parties, namely the organization and employees, to behave and behave according to the organization's core values (Core Values), which are beneficial for both parties in order to realize the goals of the organization . Namely, on the one hand there is a willingness of members to accept the organization's value system, on the other hand there is a willingness to perform tasks in order to achieve goals and a willingness to remain an employee in an agency.

Employee commitment to the task is an event where the individual is very interested and has an attachment to the goals, values, and goals to be achieved. According to Meyer and Allen in Sopiah (2008) there are three types of commitments stated, namely, (1) Affective Commitment, Emotional Engagement, identification and involvement in an organization. In this case the individual settled in an organization because of his own desire. (2) Calculative Commitments, namely individual commitments based on calculations or considerations of what must be sacrificed if leaving the organization. In this case the individual decides to stay in an

organization because he considers it as a fulfillment needs or in other words commitment based on the calculation of losses associated with the discharge of employees from the organization. (3) Normative Commitment, namely individual beliefs or beliefs about responsibility towards the organization. Individuals remain in an organization because they feel obliged to be loyal to the organization.

According to Kanter (2006) there are still other dimensions of commitment, namely, Integrated Commitment (Cohesion Commitment), namely the commitment of members to the organization as a result of social relations with other members in the organization. This happens because employees believe that the norms adopted by the organization are useful norms. An example is, Moral Commitment as a form of psychological attachment to members of the organization because of the moral obligation to maintain relationships with the organization. With this connection something that encourages members to remain and contribute to the existence of an organization, both material and non material, is a moral obligation.

According to Becker et al. (2006) outline the most significant differences in commitment theory which are described as acknowledgment that commitment can take shape and can be directed towards agency focus and goals. Consideration of differences in form is followed by differences in focus. Although there are things that still overlap in various models that have been developed to explain the equation. The basic equation for the definition is considered as the core essence of a commitment. The work commitment model developed provides an important meaning that commitment is a force that binds a person to an action that is relevant to a certain target.

As noted above, some opinions have made an argument that commitment can take different forms. Initially in developing commitment into the similarities and differences that exist in the conceptualization of the dimensions of commitment that the belief that individual commitment is very binding for the agency.

Furthermore according to meyer and allen in Sopiah (2008) argues that one of the most important things in order to be a reason to distinguish various agencies namely with a commitment that has very different implications in behavior. Although it tends to be Binding agency employees in research shows that affective commitment has a strong positive correlation with work assignments within an agency followed by normative commitment.

The second major development in normative commitment theory has given recognition that commitment can be directed to various targets or focuses that are relevant to work behavior, including agencies, jobs, supervisors, teams, programs, customers, and employee unions.

This in general according to Meyer and Allen in Sopiah (2008) commitment has the potential to complement each other, although when, why, and how the opposite effect can be expected is still not understood after developing work commitment models to explain differences in both forms and focus. Based on the findings of this study can clarify predictions as well as the consequences of a commitment. Specifically, they argue that even from the commitment target, the form of commitment binds an individual to an action determined in terms of increasing commitment. The difference will be seen mainly in the effect on behavior that is clearly related to commitment, but it will be beneficial to increase commitment.

For example, commitments in tasks which bind the individual to stay and to fulfill the minimum requirements for a task / job. Although not required by commitment provisions, speaking positively about agencies outside or helping to socialize new entrants will also benefit agencies. Depending on the nature and strength of their commitment, employees can freely choose whether to expand their implications for inclusion or other beneficial behavior.

The problem of educational background, also has an influence on the development of an agency. The desired expectations of the agency for the quality of employees who have qualifications in accordance with the desired educational background to be able to advance the agency in accordance with the expected goals is still very far from expectations. For example in the world of government, the level of education in the body of Civil Servants is classified as a classification when someone enters the institution. The category is Civil Servants who fall into groups one, two, three and four. The levels of education starting from elementary, junior high, high school, undergraduate, post graduate, doctoral degree determine the class / space and rank which also determines the facilities received by the employee. Provision of facilities in government institutions is based on rank and position. The higher the position or position of a person, the greater responsibility for his work. As compensation for the work, the facilities provided are different from other civil servants. The level of education does show differences in society. It also affects the education and training it receives when entering the workforce. Salary and Allowance Income Levels, according to Sikula (2005) "a compensation is anything that constitutes or is regarded as an equivalent or recompense" whose free translation roughly means compensation is anything that is considered as comparable remuneration.

Managing income or so-called salary and benefits is part of the meaning of compensation or compensation. So in more popular terms is compensation. Compensation can take the form of hourly wages, days or periodic salaries and benefits. Salary can be said as work wages paid in a fixed time or remuneration received by employees in the form of money based on a certain time. Employee Career Level In Organizations / Agencies, Hall (2005) defines a career as a person's perception of the sequence of attitudes and behaviors related to experiences and activities related to work throughout the person's life. That is, that a career does not imply success or failure, except in the judgment of the person concerned; emphasizing also that career consists of attitudes and behavior, and emphasizes that career is a continuous sequence of activities related to work, but it must be understood that the life and role of people who are not related to work is an important part of his career. Careers are specifically thought of as upward mobility, which is progress reflected in the idea that people always move forward and increase in the work he chooses. Moving forward implies greater salary demands, assumes more responsibilities and gets more status, prestige or power and power. Even though careers are specifically limited in work environments that involve favorable work, but surely we can link the concept of career with voluntary work and so on.

Careers in terminology are often associated with progress. According to Gutteridge in Bernandin and Russel (2006) defines a career as "... the sequence of a person's work related activities and behaviors and associated attitudes, values, and aspirations over the span of one's life" or means sequences of activities and behaviors related to work, attitudes, values and aspirations related throughout one's life. Handoko (2005) formulates the definition that a career is all the work or position of a person who has or is currently acting. Jobs in this career may be the realization of one's life plans or it may just be fate. Not much different according to Triton (2009) defines a career as a chronology of the activities and behaviors related to work and the attitudes, values and aspirations of a person for all one's work or position both those that have been and are being done.

The basic concept in career according to Umar (2006) is explained briefly where career as a sequence of promotion or transfer to positions of greater responsibility or to better locations during one's work life then a career as a guide to work that forms a a systematic and clear pattern of progress (forming a career path), so that a career can be said to be the history of one's work or a series of positions or career paths held during his working life and promotion must be

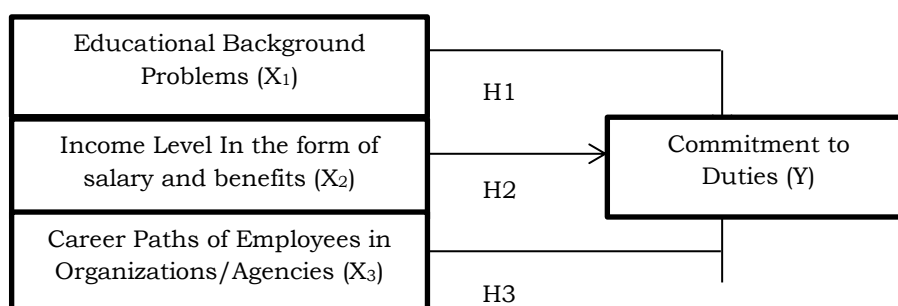


harmonized with Procedural Justice. It is widely recognized that in one's career someone goes through different but related stages. The simplest version includes four stages: (1) the pre-work stage (attending school), (2) the initial work phase (moving from one job to another), (3) steady stage of work (maintaining one job), and (4) retirement stage (leaving active work). Most people prepare their positions through formal education in public high schools, vocational schools or college. Then they get the first job, but there is a possibility they will move to another job in the same organization. Effective progress through career stages requires movement throughout the career path. From an organizational point of view, career path is an important input for workforce planning.

The influence between commitment to the task with the problem of income level in the form of salaries and employee benefits, Buchanan (2005) explains the relationship between rewards and commitment to agencies including three attitudes including: (1) feeling of being united with organizational goals; (2) a feeling of being involved in organizational tasks and obligations; and (3) feelings of loyalty to the organization. Rewards in the form of an increase in the level of income in the form of salaries and benefits provided to employees within the scope of the agency does have an important influence on increasing engagement with an agency.

At least the leaders at the structural level need to develop an attractive reward or compensation system in the form of salaries and benefits that are close to a sense of justice and appropriateness. So that the level of income problems in the form of salaries and employee benefits have an influence in an attachment to the task. Then another thing is the influence between commitment to the task with the problem of employee career ladder. The term career itself is often associated with terminology, namely progress (advance). Agreeing with the concept offered by Umar (2006) briefly described where career as a sequence of promotion or transfer to positions of greater responsibility or to better locations during one's work life and then career as a guide for the work that shapes a systematic and clear pattern of progress (forming a career path), so that a career can be said to be the work history of a person or a series of positions or career paths held during working life and the promotion decision must be based on (procedural justice). So that if an employee takes a general career management level that starts from management the first level, intermediate, general to the top as well as the range of existing work tenure, means that there is an element of procedural justice and a strong and strong attachment effect on all career paths.

**Picture 1**  
**conceptual framework**



Formulation of a hypothesis based on the theoretical description and framework of thought above, then in this case several hypotheses can be put forward as follows:

H1: There is an influence on the educational background of employees with a commitment to the task at the Center for Research on Product Processing and Marine Biotechnology and Fisheries.

H2: There is an influence of the level of income in the form of salaries and employee benefits with a commitment to the task at the Center for Research on Product Processing and Marine Biotechnology and Fisheries.

H3: There is an influence of employees' career paths at the agency with a commitment to the task at the Center for Research on Product Processing and Marine Biotechnology and Fisheries.

### **3. Research Methods**

This research intends to reveal and gain a set of understanding regarding the influence between: (1). Educational background of employees with a commitment to the task; (2). Income level in the form of salary and employee benefits with a commitment to the task; and (3). Career path of employees with a commitment to the task.

In this regard, it can be stated several operational research objectives as follows: The independent variable "independent variable" of this study is commitment to the task and the dependent variable is "dependent variable" factors that influence the commitment to the task, among others, the problem of employee education background, income level problems in the form of employee salaries and benefits, and employee career paths at the agency.

This study refers to the concept carried out by Mowday, et al. (2005) and Wiener and Scholl (2005) which use a regression research approach, as part of a method that can explain the extent to which a factor is related or influences with variables on one or more other factors. This study is a survey to test hypotheses about the factors that influence commitment to the task.

Population and sample, where Oei (2010) defines population as the total number of all members studied, and the object of research is employees at the Center for Research on Product Processing and Marine Biotechnology and Fisheries with a total population of 70 employees. The sampling method used in this study is purposive sampling, namely by taking samples where the selected sample is employees at the Center for Research on Product Processing and Marine Biotechnology and Fisheries. Samples were successfully collected in this study using the basic calculation of the Slovin formula, where  $n = N / 1 + Ne^2$  where,  $n$  = sample size,  $N$  = population size,  $e$  = percentage of inaccuracy due to errors in sampling that can be tolerated or desired 0.05 or 5%. So, with the Slovin formula,  $n = N / 1 + Ne^2$ , which is  $70 / 1 + 70 (0.05)^2 = 70 / 1,175 = 59.6$  rounded up to 60 so that the sample obtained was 60 respondents.

Instrumentation and data collection, this study uses primary data. Primary data were obtained from questionnaires through various written statements to respondents. From the statement the respondent gave a response consisting of 5 (five) choices, namely: strongly agree, agree, doubt, disagree, and strongly disagree. This questionnaire is closed where the answers are available, except for demographic data that is filled out directly by the respondent. Before a questionnaire which is an instrument in research is widely used first, a trial is conducted to look for validity and reliability.

The validity of the research instrument is a process to see a picture of the validity of the instrument items by correlating the scores of each item with the scores of the total item answers. The criteria for validity of whether or not the item is consulted with the table  $r$  (product moment), i.e. if the value of  $r_{\text{arithmetic}} > r_{\text{table}}$ , then the item is said to be valid, but if the value of  $r_{\text{count}} < r_{\text{table}}$  item is declared invalid or fall, with a significance level at the same alpha with 0.05 with  $dk = n-1$ . From the calculation of item validity with the product moment correlational technique, that as a whole is valid. This shows that  $r_{\text{count item}} > r_{\text{count table}}$ . After obtaining valid items based on the results of the calculation of the validity of the items and declared valid thus the questionnaire is feasible to be used to capture the data needed in this study. Next, an item analysis is performed through reliability calculation. The instrument and overall results show

adequate alpha prices. The reliability of the research instrument refers to an assumption that an instrument can be trusted to be used as a data filtering device, if the items in the instrument are valid. Method of analysis data, the data collected was carried out preliminary analysis using descriptive statistics that is by describing the data for each variable partially. Descriptive statistics used are averages, standard deviations and frequencies. Furthermore, statistical calculations are used to test the hypothesis. Before testing the hypothesis first, the analysis requirements test is done, namely the normality test and the homogeneity test. Hypothesis testing is done using multiple regression analysis (Multiple Regression).

#### **4. Results and Discussion**

The results of this study should be used by leaders in order to manage their institutions by implementing Good Corporate Governance (GCG). Commitment can be interpreted as an agreement (engagement) to do something. Employees who have a strong commitment, increasingly want to stay in the organization and try to succeed the organization's mission. Behavior of employees who have a strong commitment to building their institutions can display Organizational Citizenship Behavior (OCB) well.

Commitment concerns the approval and willingness of a person to obey and carry out everything that has been agreed together, be it existing laws or regulations. "Commitment" must be defined by developing a definition of organizational commitment that is, strengthening trust and acceptance of organizational goals and core values (Core Values), willingness to insist on considerable effort on behalf of the organization, and a strong desire to remain in the organization.

Commitment is indeed related to many factors that influence the commitment itself. Can not be separated from the commitment to the task itself also has factors that influence the increase or strengthen the commitment itself. So that the overall definition above can be drawn conclusions about commitment to the task as a condition where an employee reinforces or confirms his promise to a particular task and the goals and desires to maintain the job duties. Commitment to the task is closely related to the factors that influence it, among others, by factors of educational background, income levels in the form of salaries and benefits as well as employee career levels at the agency.

#### **5. Conclusion**

Testing of research problems shows that the factors that influence commitment to the task of the results of the description show:

- a. The problem of employee education background has a positive effect on commitment to the task. This is based on the statement of respondents who agreed to improve performance, increase education levels, mastery of work assignments according to the field and confidence owned by employees. Thus, to see the problem of educational background employees must pay attention to matters relating to, the extent to which an increase in employee performance while implementing, how much an increase in the level of education obtained by employees.

Then, regarding the mastery of work tasks according to the field and whether there is confidence in an employee who can make a positive contribution to the performance of an employee in an agency.

- b. The problem of income level in the form of salary and benefits has a positive effect on commitment to the task, this is based on the statement of respondents who agree to fairness



in the provision of salary and benefits, appropriateness and equality received by employees, compensation in accordance with work, and support organization along with employee performance in spurring work productivity at the agency.

- c. The career path of employees at the agency has a positive effect on commitment to the task. This is based on the statement of respondents who agree to a sustainable career within the scope of the agency, an increase in career path, dedication in the task / job, as well as maintain and strengthen careers for employees in the environment Research Center for Product Processing and Marine Biotechnology and Fisheries.
- d. Commitment to the duties of employees at the Center for Research on Product Processing and Marine Biotechnology and Fisheries in general both matters this is based on the statements of respondents who agree to work involvement, compliance with agencies, prioritize the interests of agencies, as well as existing support and loyalty.

In other words, the better the educational background of employees and the better the level of income in the form of salaries and benefits obtained by employees and the better the career path of employees at the agency, the better the commitment to employee duties. Thus the commitment to the task can be increased by increasing efforts individually or jointly, to be able to produce efficient and effective performance and productivity within the scope of the agency.

- e. The problem of employee education background, the leaders are expected to pay attention or improve the quality of human resources in the agency. With the form of sending outstanding employees for further study to tertiary institutions and organizing integrated education and training programs, courses, seminars and so on. So as to create the skills and abilities of an employee in carrying out tasks / jobs in accordance with his educational background.
- f. The level of income problems in the form of salaries and employee benefits. The leaders in the agency should be able to care and pay attention to justice in the provision of salaries and benefits, appropriateness and equality received by employees, compensation in accordance with work, employee welfare and so that employees can be more passionate and enthusiastic in spurring work productivity and commitment to the task at the agency, so as to achieve the expected Job Satisfaction.
- g. leaders must be able to give the widest appreciation opportunity for employees who want to improve their career paths in the agency, employees who increase dedication in the task / work so that employees can compete to improve their career paths in a higher scope of the agency, of course this can be a positive contribution in efforts to increase productivity and commitment to employee duties so that good governance can be formed in an agency.

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